

# The County of Monterey Health System

Natividad Strategic Plan 2025-2028



Health Department Strategic Plan 2025-2028

Presentation to the Board of Supervisors  
**December 3, 2024**



COUNTY OF MONTEREY  
**HEALTH DEPARTMENT**



Dr. Chad Harris, Natividad CEO  
Elsa Jimenez, Director of Health Services

# The County of Monterey Health System



COUNTY OF MONTEREY  
HEALTH DEPARTMENT



# The County of Monterey Health System

Our exceptional team serves each patient and our communities



## Person-Centered Care

We provide the highest-quality care that is compassionate, tailored to each patient and their loved ones and accessible to all.



## Community-Focused Care and Services

We improve the health, wellness and quality of life of all Monterey County community members and work to achieve health equity.



## Highest-Quality Health Care

We provide responsive, evidence-based primary, specialty and behavioral health care, as well as emergency, trauma and hospital services.



## Wellness + Community Leadership

We support individuals and families to be healthy by meeting them where they are with preventative care and health education. We also engage residents in making decisions that shape their communities.



## Healthy Communities

We work collaboratively within and across communities to make Monterey County a safe and healthy place.



# Natividad Strategic Plan 2025-2028




# Agenda

1. Natividad Vision and Mission
2. Principles
3. Strategic Plan Goals,  
Strategies and Outcomes

# Grounded in Natividad's Mission

**Mission** To continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high-quality health care.

**Vision** To be a health care delivery system that collaborates with other providers to offer accessible, high-quality and high-value health care services in a financially stable manner.



# Natividad's Principles

## Person-Centered Care

## Service Excellence

## Health Equity

## Sustainable Stewardship

## Mission-Driven Workforce

## Community Focused

Natividad considers the whole person, including overall wellbeing, the person's social and cultural background and care preferences. We work collaboratively to support each person to make informed decisions about their health and health care.

# Principles

**Person-Centered Care**

**Service Excellence**

**Health Equity**

**Sustainable Stewardship**

**Mission-Driven Workforce**

**Community Focused**

Our team is dedicated to delivering seamless, top-quality health care. Care, treatment and support are tailored and coordinated to meet the needs of each individual, and everyone in our care is treated with dignity, compassion and respect. We are continually learning, improving services and identifying innovative ways to meet the needs of our diverse communities.

# Principles

**Person-Centered Care**

**Service Excellence**

**Health Equity**

**Sustainable Stewardship**

**Mission-Driven Workforce**

**Community Focused**

We expand access to health care by meeting people where they are, implementing targeted strategies to address the social determinants of health as well as reducing health disparities and advocating for equitable policies.

# Principles

**Person-Centered Care**

**Service Excellence**

**Health Equity**

**Sustainable Stewardship**

**Mission-Driven Workforce**

**Community Focused**

We carefully and responsibly manage Natividad's resources to align with the mission while pursuing innovative approaches to meeting community needs.

# Principles

**Person-Centered Care**

**Service Excellence**

**Health Equity**

**Sustainable Stewardship**

**Mission-Driven Workforce**

**Community Focused**

We take pride in our highly talented, committed workforce who have chosen Natividad because of our dedication to serve our communities and provide high quality care that is equitable. We know how to best meet the needs of our communities because we are reflective of and live in the communities we serve.

# Principles

**Person-Centered Care**

**Service Excellence**

**Health Equity**


**Sustainable Stewardship**

**Mission-Driven Workforce**

**Community Focused**

We collaborate with our community to ensure that care and services are comprehensive and accessible to everyone.

# Definitions

- Goals** Each goal articulates a long-term aim and overarching priority for Natividad.
  - Strategies** Strategies include broad approaches that will be implemented to achieve the goals.
  - Outcomes** Measurable short- and mid-term changes.
- 

# Goals




The icon indicates that elements of that strategy focus on strengthening alignment and coordination across the County of Monterey Health System

1. Deliver Exceptional Person-Centered Care
2. Provide the Highest-Quality Services to Become Monterey County's Hospital of Choice
3. Foster a Highly Engaged, Diverse, Inclusive Workforce
4. Promote Efficient and Sustainable Operations
5. Grow and Innovate

# Goal 1. Deliver Exceptional Person-Centered Care

Our primary goal is to provide an outstanding patient experience with compassionate, timely and personalized care. We strive to exceed expectations by prioritizing patient needs, preferences and satisfaction.

# Strategies

1. Create a consistent Natividad culture of person-centered care
2. Ensure that services are culturally responsive
3. Ensure that services are easy to access and navigate
4. Strengthen the continuum of care to provide a seamless patient experience across the County of Monterey Health System 
5. Develop and implement the “We are Natividad” customer service excellence program





# Outcomes

- a) Achieve or maintain the highest patient experience scores
- b) Increase patients' and family members' engagement
- c) Increase timely access to County of Monterey Health System services
- d) Increase culturally responsive services and language access

## **Goal 2. Provide the Highest-Quality Services to Become Monterey County's Hospital of Choice**

Our focus is on consistently delivering high-quality services to our patients. We adhere to evidence-based practices and continuously evaluate and improve our services to ensure the best outcomes for our patients.

# Strategies

1. Monitor and continue to implement initiatives to achieve the highest quality and service-related ratings
2. Select and implement an effective Electronic Health Record system to provide and coordinate high-quality services 
3. Use data and metrics to inform decision-making and support ongoing performance improvement
4. Leverage population health initiatives to address the county's most prevalent health issues 




# Outcomes

- a) Continue to achieve top marks on quality, including for Leapfrog and CMS Hospital Star Ratings
- b) Continue to excel with accreditation and regulatory agencies
- c) Enhance and optimize *Just Culture* to encourage open communication, opportunities for improvement, and increase accountability
- d) Complete transition to new Electronic Health Record in partnership with the County of Monterey Health Department
- e) Reduce health disparities in patient outcomes

## Goal 3. Foster a Highly Engaged, Diverse, Inclusive Workforce

We are committed to cultivating a highly engaged workforce that reflects the full range of our community's diversity and is welcoming and inclusive. By supporting staff trainings and professional development, recognizing individual contributions and promoting inclusivity, we aim to create a positive and collaborative work environment and to be an employer of choice.

# Strategies

1. Develop and implement a recruitment, onboarding and retention plan that emphasizes wellness, belonging and equity
  2. Expand employee engagement initiatives with ongoing input from staff
  3. Expand support and partnerships for education of the future health care workforce
  4. Identify and support staff performance management efforts
- 




# Outcomes

- a) Improve recruitment and retention of permanent staff
- b) Increase employee engagement
- c) Increase participation in Natividad's employee wellness program
- d) Strengthen Natividad's education partnerships for the future health care workforce
- e) Increased utilization of performance management tools

## Goal 4. Promote Efficient and Sustainable Operations

We are dedicated to optimizing our operations to ensure efficiency and fiscal sustainability. By implementing streamlined processes, embracing technological advancements and practicing responsible resource management, we aim to maximize value while minimizing inefficiencies.

# Strategies

1. Monitor annual financial targets and metrics and identify opportunities for improvement
2. Leverage quality improvement initiatives to improve operations and coordination across the County of Monterey Health System 
3. Conduct annual review of strategic plan to track progress and update accordingly




# Outcomes

- a) Establish annual operating budget to achieve strategic needs
- b) Continue to increase operational alignment and coordination with County of Monterey Health System services
- c) Increase Natividad staff and stakeholder awareness of strategic plan priorities, progress, and accomplishments

## Goal 5. Grow and Innovate

We actively support growth and innovation within our organization. By encouraging creativity, embracing new ideas and staying at the forefront of advancements in health care, we strive to continuously improve our services and explore new opportunities for positive change.

# Strategies

1. Evaluate and strategically grow selected service areas to meet community needs
2. Develop and implement a communication and marketing plan
3. Complete and implement the campus master plan to ensure Natividad's facilities meet priority needs 
4. Continue leading and contributing to the health care policy arena to advance health equity
5. Partner with Natividad Foundation to maximize alignment



# Outcomes

- a) Optimize and expand community and patient mission-focused programs and service lines
- b) Increase marketing presence and outreach activities that reflect Natividad's mission
- c) Complete Facility Master Plan
- d) Increase role in health policy leadership
- e) Strengthen philanthropic partnership with Natividad Foundation

# Acknowledgements

# Natividad Strategic Planning Team

**Chad Harris, MD**, Chief Executive Officer

**Janine Bouyea**, Chief People Services Officer

**Nancy Buscher, RN, DNP**, Chief Nursing Officer

**Ari Entin**, Chief Information Officer

**Daniel Leon**, Chief Financial Officer

**Tammy Perez, RN**, Director of Quality

**Andrea Rosenberg**,  
Chief Ancillary and Support Services Officer

**Craig Walls, MD, PhD**, Chief Medical Officer

**Marcia Atkinson, CPA, MST**  
Vice Chair, Natividad Board of Trustees

**Libby Downey, RN**,  
Chair, Natividad Board of Trustees

**Mitchel Winick, JD**,  
Treasurer/Secretary, Natividad Board of Trustees

**Jennifer Williams**,  
President and Chief Executive Officer, Natividad Foundation

## Consultant Team

**Raimi + Associates**  
Kym Dorman, Paige Kruza and Christian Ledezma

**El Cambio Consulting**  
Rafael Gomez

# County of Monterey Health System Executive Steering Committee

## COUNTY OF MONTEREY HEALTH DEPARTMENT

Elsa Jimenez, Director of Health Services

Prashant Shinde, Director of Clinic Services

Caroline Kennedy, MD,  
Clinic Services Medical Director

Begonia Campos Romero,  
Outpatient Service Manager II

Miriam Mendoza-Hernandez, Financial Director

Patricia Alcocer, Management Analyst II

Guadalupe Hueramo,  
Chronic Disease Prevention Coordinator

## NATIVIDAD MEDICAL CENTER

Chad Harris, MD, Chief Executive Officer

Janine Bouyea, Chief People Services Officer

Nancy Buscher, RN, DNP, Chief Nursing Officer

Daniel Leon, Chief Financial Officer

Andrea Rosenberg,  
Chief Ancillary and Support Services Officer

Craig Walls, MD, PhD, Chief Medical Officer

Dana Regnier, RN,  
Nursing Services Division Manager

## Natividad Service Chiefs/Directors

Christopher D. Burke, MD,  
Service Director of Emergency Medicine

Colleen M. Caprio, MD,  
Service Chief of Hospitalists

Peter J. Chandler, MD,  
Service Director of Obstetrics and Gynecology

Alexander G. Di Stante, MD,  
Service Director of Surgical Specialties/Trauma

Anthony R. Galicia, MD,  
Service Chief of Acute Rehabilitation Unit

Cole P. Klick, MD, Director of Physician Informatics

Roy E. Martinez, MD,  
Service Director of Radiology

Chad A. Medawar, DO,  
Service Director of Medical Specialties

Melissa B. Nothnagle, MD,  
Director of Family Medicine Residency

M. Kerala Serio, MD,  
Service Director of Cardiology Services

Amish Shah, MD,  
Service Director of Anesthesiology

Sarah E. Smith, DO, Service Director of Pediatrics

Peyman R. Tabrizi, MD,  
Service Director of Neurosurgery

Marc Tunzi, MD, Chief of Staff,  
Assistant Program Director of Family Medicine

George E. Wilcox, MD,  
Service Director of Pathology

## Natividad Department Managers

Kristen Aldrich,  
Purchasing and Materials Support Director

Jeanne-Ann Balza, Director of Physician Services

William M. Barber,  
Director of Cardiovascular Services and  
Interventional Radiology

Edgar De La Cruz, Decision Support Manager

Felipe Enriquez, Director of Engineering and Safety

Eric Estrada, Diagnostic Imaging Manager

Hillary Fish,  
Director of Marketing and Community Relations

Timothy Fitzgerald, IT Project Manager

Shabana K. Ford, Hospital Quality Nurse

Chrissy Garza,  
Supervising Human Resources Analyst

Brian J. Griffin, Project Manager III

Kwee C. Krause, Hospital Controller

Kenneth W. Laurent, IT Infrastructure Manager

Anna L. Leal,  
Director of Mental Health, Float Pool and Juvenile Hall

Blair H. Limon, Manager of Therapy Services

Jennifer E. Lusk, Senior Human Resources Analyst

Nancy S. Majewski,  
Managed Care Operations Manager

Karen Medalen, Project Manager

Maria L. Mesina Escolta,  
Director of Nursing Education

Chelsi Mettler,  
Director of Emergency Department and ICU

Raquel Mojica, IT Business Operations Manager

Carrie L. Ramirez,  
Supervising Human Resources Analyst

Julie A. Ramirez, Director of Trauma Program

Rod P. Ramirez, Director of Cardiopulmonary

Dana Regnier, Nursing Services Division Manager

Wally D. Sayles, Director of Surgical Services

Marcel L. Smith, Director of Environmental Services

Tracy M. Short,  
Director of Patient Financial Services

Victor Sosa, Interpreter Services Manager

Arthur T. Tiongson, Clinical Laboratory Manager

Lorrie M. Toderick,  
Director of the Acute Rehabilitation Unit

Carlie Vigliotta, Clinical Informatics Manager

Jason Warren, Director of Pharmacy

Kim Williams-Neal,  
Director of Health Information Management

Nina M. Woolfolk,  
Director of Acute Care Services

# Special Thank You

## County of Monterey Board of Supervisors

**Chair Supervisor Glenn Church**, District 2

**Vice Chair Supervisor Chris Lopez**, District 3

**Supervisor Wendy Root-Askew**, District 4

**Supervisor Mary Adams**, District 5

**Supervisor Luis Alejo**, District 1

## Natividad Board of Trustees

**Libby Downey, RN**, Board Chair

**Marcia Atkinson, CPA, MST**, Vice Chair

**Mitchel Winick, JD**, Treasurer/ Secretary

**Manuel Osorio**

**Simón Salinas**

**Bettye J. Saxon, EdD**

**Kerry Varney, CPA**

**Sonia M. De La Rosa**

**Chad Harris, MD**

**Supervisor Chris Lopez**

**Val Vigil, MD**



COUNTY OF MONTEREY  
HEALTH DEPARTMENT

2025-2028

# Strategic Plan

**Board of Supervisors**

December 3, 2024

# Health Department Vision, Mission, & Values

## Vision

Creating a legacy of health together

## Mission

To enhance, promote, and protect the health of Monterey County individuals, families, communities, and environment

## Values

Health Equity

Excellence

Respect

Innovation

Integrity

# Fulfilling Reaccreditation Requirements

Goals and strategies have been **shaped by input** gathered *throughout* the planning process from both:

- ✓ Health Department staff at all levels
- ✓ Representatives from the governing entity

Plan includes strategies with **clear linkages** with the:

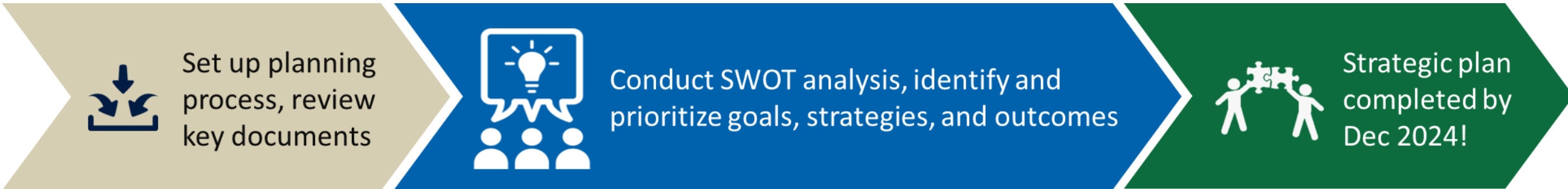
- ✓ Community Health Improvement Plan (CHIP)
- ✓ Department-wide performance management system



**Nationally Accredited  
for Providing Quality  
Health Services**

# Health Department Strategic Planning

Raimi + Associates facilitated parallel strategic planning processes for both the Health Department and Natividad, identifying shared priorities and strategies to support ongoing coordination of services across the Health System.



SPT #1	SPT #2	Healthy System Executive Steering Committee	Stakeholder interviews	Staff Input sessions	SPT #3	Healthy System Executive Steering Committee	Meetings with County Supervisors	Staff Input Survey	SPT #4	SPT #5	Board of Supervisors
Sept 2023	Oct 2023	Jan 2024	Jan-Feb 2024	Apr 2024	May 2024	June 2024	Aug 2024	Sept 2024	Oct 2024	Nov 2024	Dec 2024

# Partners who were Interviewed

Carmen Gil, City Manager

**City of Gonzales**

Dan Baldwin, CEO/President

**Community Foundation for Monterey County**

Francine Rodd, Executive Director

**First 5 Monterey County**

Dr. Deneen Guss, Superintendent

**Monterey County Office of Education**

Katy Castagna, CEO

**United Way Monterey County**

# Input from within the County of Monterey

## HEALTH DEPARTMENT

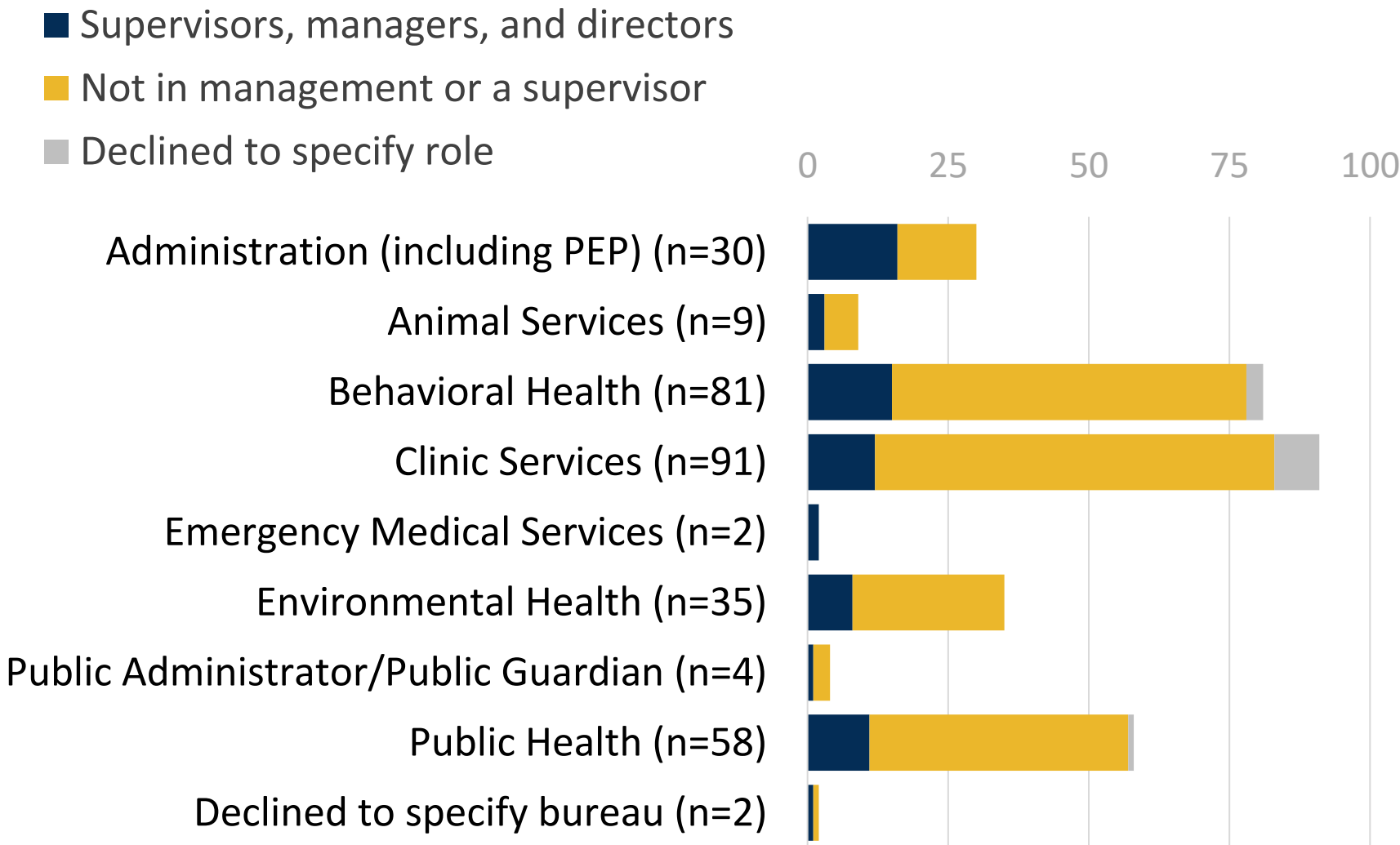
- Strategic Planning Team
- Two virtual meetings with 55 staff to identify strengths, weaknesses, opportunities, and threats
- Strategic Plan Staff Survey (312 responses providing feedback on draft goals, draft strategies, and example activities)

## COUNTY OF MONTEREY

- Health System Executive Steering Committee
- Meetings with Supervisors and their staff

# September 2024 Staff Input Survey

Approximately  
**1 out of 4**  
employees gave  
feedback on  
draft elements of  
the strategic plan  
via this survey





COUNTY OF MONTEREY  
HEALTH DEPARTMENT

**2025-2028**

# Strategic Plan



## Contents

- The County of Monterey Health System
- About the Health Department
- Health Department 2025-2028 Strategic Goals
- 2025-2028 Goals + Strategies
- How the 2025-2028 Strategic Plan was Developed
- Monitoring Implementation
- Glossary
- Acknowledgements

These icons indicate that the strategy aligns with:



2024-2027 Monterey County  
Community Health Improvement Plan



Natividad 2025-2028 Strategic Plan

# 2025-2028 Strategic Plan Goals

1. Build Community Power and Partners' Capacity to Increase Equity and Improve Health
2. Provide Exceptional Person-Centered Care through Accessible, Community-Focused Health Services
3. Enhance Employee Wellbeing and Workforce Capacity
4. Deepen Organizational Effectiveness and Support Long-Term Sustainability

# Goal 1. Build Community Power and Partners' Capacity to Increase Equity and Improve Health

- 1.1 Engage community members to build community capacity to advocate and participate in government decision-making
- 1.2 Energize cross-sector partners to advance equitable policy and systems changes
- 1.3 Improve the department's information dissemination to diverse communities and sectors
- 1.4 Promote affordable and healthy housing



## Goal 2. Provide Exceptional Person-Centered Care through Accessible, Community-Focused Health Services

- 2.1 Strengthen the continuum of care to provide a seamless patient experience across the County of Monterey Health System to improve health outcomes
- 2.2 Increase accessibility of medical, dental, mental health, and substance use services, especially for underserved communities
- 2.3 Maximize preventative clinical care, early intervention, and timely treatment to improve wellbeing
- 2.4 Expand population health initiatives to improve health outcomes and promote equity



## Goal 3. Enhance Employee Wellbeing and Workforce Capacity

- 3.1 Increase engagement and retention efforts by promoting a workplace culture of wellbeing, inclusion, and belonging
- 3.2 Implement multi-pronged approach to increase the department's capacity to provide culturally and linguistically responsive programs and services
- 3.3 Create and implement a workforce development plan to strengthen staff skills in key areas
- 3.4 Address effects of vacancies and improve department's hiring process
- 3.5 Increase communication with and opportunities for leadership at all levels of staff



# Goal 4. Deepen Organizational Effectiveness and Support Long-Term Sustainability

- 4.1 Reinforce an organizational culture of continuous quality improvement and learning
- 4.2 Expand communication and collaboration across and between Health Department bureaus and programs, as well as with other County departments
- 4.3 Continue to increase and diversify revenue to support organizational priorities
- 4.4 Leverage technology and data-sharing agreements to improve efficiency, access to care, and quality of services



# Alignment with Selected Local + Regional Plans

Health Department 2025-28 Goals

	1	2	3	4
Natividad Strategic Plan 2025-28		✓		✓
Monterey County 2024-27 Community Health Improvement Plan	✓	✓	✓	
County of Monterey Health Department's Health Equity Plan	✓		✓	✓
County of Monterey Clinic Services Strategic Plan 2024-26	✓	✓	✓	✓
Monterey County Community Action Partnership Strategic Plan 2022-26	✓			✓
Plan to Reduce Homelessness in Monterey & San Benito Counties, 2021-26	✓	✓		
Impact Monterey County Strategy Maps	✓	✓	✓	
Monterey County COVID-19 Disparate Impact Report	✓	✓	✓	

# Monitoring Implementation

The Strategic Plan includes selected performance measures that are meaningful for monitoring the implementation of specific strategies and feasible to track.

PEP will monitor implementation via the performance management system and communication with staff.

Each bureau and program will also integrate strategic plan implementation activities into their annual work plans.



# Selected Performance Measures

## Goal 1. Build Community Power and Partners' Capacity to Increase Equity and Improve Health

- a) Funding contributed to Community-Driven Health Equity Fund
- b) Percentage of Clinic Services patients who receive vaccines at Health Department clinics

## Goal 2. Provide Exceptional Person-Centered Care through Accessible, Community-Focused Health Services

- a) Number of quality improvement projects completed in partnership with Natividad and Clinic Services
- b) Percentage of mental health clients assessed for co-occurring substance use disorders
- c) Number of individuals served by Community Health Workers
- d) Percentage of well-child check appointments able to be scheduled within a two-month window

# Selected Performance Measures

## Goal 3. Enhance Employee Wellbeing and Workforce Capacity

- a) Percentage of staff reporting the department's work culture supports their health and wellbeing
- b) Number of languages other than English that staff speak fluently, by bureau
- c) Percentage of managers in each bureau who have participated in the "Better UP" program
- d) Quarterly position occupancy rates

## Goal 4. Deepen Organizational Effectiveness and Support Long-Term Sustainability

- a) Number of quality improvement projects completed, by bureau
- b) Number of grant proposals submitted
- c) Number of departments and other partners with which HD has active data sharing MOUs

# Thank you!